

01-8

NESCO Regional Center

APEC Human Resources Development  
Working Group Activities

## APEC HRD Working Group



01-8

UNESCO Regional Center

APEC Human Resources Development  
Working Group Activities

## APEC HRD Working Group

:



21

가 . 가  
.  
가 .

(Asia-Pacific Economic Cooperation, APEC)

1989  
APEC

APEC (Human Resources  
Development Working Group, HRD WG)  
2000 5 .

, . 21 .

가 .

APEC

.

2001 12

1.

가 . 가 ,

APEC 가 .

APEC ,

APEC APEC ,

APEC .

APEC ,

APEC .

APEC ,

가

. ,

.

2001 12 , 2000 5

가

## 2.

가

APEC

. APEC

APEC

. , APEC

가

가 ,

. APEC

가

가 .

9 APEC

13

(ICT)

, ICT

. 2001 APEC

e-APEC

, e-APEC  
 ICT  
 APEC , ,  
 .  
 e-APEC ,  
 , APEC  
 e-APEC 가  
 , ICT  
 APEC e-learning, ,  
 Ecotech  
 Clearing House( ), ASTWeb(  
 ) e-APEC  
 . ICT  
 APEC e-APEC  
 .  
 , 2001 4 , 13 ,  
 9 가  
 . APEC  
 , , .  
 ,  
 APEC . .  
 . , .  
 , 가 ,  
 , .  
 가  
 ,  
 가  
 가

가 .

### 3.

APEC

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APEC

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APEC

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. , APEC

, APEC

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APEC

( 가 ),

3

, 21

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가

가

. , APEC

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APEC

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APEC

(Summary Conclusions), APEC

.

, APEC

(

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)

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가

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### 4.

2001

APEC

, 2005

가

APEC	.	가	2005	
APEC	,	,		APEC
가	,			
2002			.	.
	.			
	,		, 가,	
			,	
			21	
			가 .	
			가	
.				
APEC	,	,	,	
,			,	
			.	
APEC		가		가
.	.	,		
			.	
UNESCO			.	
	.	APEC	.	
.	.	가	.	
2005	APEC			APEC
				가
.	APEC	.		
		21		
			APEC	
.				
			.	



<b>I.</b>	.....	<b>1</b>
1.	.....	1
2.	.....	2
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## I.

### 1.

가 . 가 , 가 .

APEC  
APEC , APEC  
APEC , APEC

10 9  
APEC 13 5

APEC

APEC

APEC ,

APEC ,

가

가



· ,  
 APEC  
 가 ,  
 ( ,  
 Team-based Leadership) . , 2000 5  
 2001 12 ,  
 가 .  
 5 , APEC  
 가  
 가  
 . ,  
 APEC

### 3.

APEC ,  
 , , ,  
 , .  
 , APEC  
 APEC , ,  
 , APEC , APEC  
 .  
 ,

APEC (가), 3, 21  
, 가  
가 . , APEC  
, ( , ,  
) , APEC  
, APEC  
(Summary Conclusions), APEC  
. , APEC  
( , )  
, 가  
.

## II. .

### 1. APEC

가.

21 (borderless)  
(globalization) , 가  
.  
 , ,  
가 ,  
 .  
 , 1980  
가  
1989 , , 3 (NAFTA)  
가 . 1990  
가  
 . 가  
 .

### . APEC

. 가 1980  
가 , 1989 11  
1 . (Asia-Pacific  
Economic Cooperation, APEC)가  
APEC , , , , , ASEAN 6





< II-2> APEC

---

1967. 4. (PBEC)  
 - 가,  
 - : 가  
 1968. 1. 1 . (PAFTAD)  
 - 5  
 1980. 9. (PECC)  
 -  
 - , , , .  
 1989. 1. .  
  
 1989. 11. 6-7. 1 APEC ( )  
 - APEC APEC  
 - . . . . . 6 12  
 가  
 1990. 7. 30-31. 2 APEC ( 가 )  
 - APEC  
 - 7 (Working Group)  
 1991. 11. 12-14. 3 APEC ( )  
 - APEC  
 - , , 가  
 - , , 가  
 1992. 9. 9-11. 4 APEC ( )  
 - "APEC"  
 -  
 - (EPG)  
 1993. 2. 12. APEC 가  
 1993. 5. 24. , PBEC .  
  
 1993. 7. 7. , G-7  
 APEC ( )  
 )

---

< II-2> APEC ( )

---

1993. 11. 17-19. 5 APEC ( )
- "Declaration on an Asia Pacific Economic Cooperation Trade and Investment Framework"
  - PNG, 가
  - . (CTI) ,
  - (BAC)
  - . (CTI)
1993. 11. 20. 1 APEC ( )
- : APEC Economic Leaders' Meeting
  - APEC 15 12 ,
  - ( )
  - (APEC Leaders' Economic Vision Statement)
1994. 11. 11-12. 6 ( )
- APEC (EC) APEC
  - 가
1994. 11. 15. 2 APEC ( )
- - APEC 18 16
1995. 11. 16-17. 7 ( )
- APEC . (Action Agenda)
  - APEC (ABAC)
1995. 11. 19. 3 APEC ( )
- "APEC "(APEC Economic Leaders' Declaration for Action)
1996. 11. 22-23. 8 ( )
- Action Plan
1997. 11. 21-22. 9 ( )
- (EVSL) 15
1997. 11. 24-25. 5 APEC ( )
- (EVSL) 15
-

< II-2> APEC ( )

---

1998. 11. 14-15.	10	( )
-		
1998. 11. 17-18.	6	APEC ( )
-		
1999. 9. 9-10.	11	APEC ( )
-	·	(TILF)
1999. 9. 12-13.	7	APEC ( )
-	·	(TILF) · (ECOTECH)
2000. 11. 12-13.	12	APEC ( 가 )
- e-IAP	2001	·
2000. 11. 15-16.	8	APEC ( 가 )
-		
2001. 10. 17-18.	13	APEC ( )
2001. 10. 20-21.	9	APEC ( )
- Shanghai Accord, e-APEC Strategy		
-		

---

: (<http://www.mofat.go.kr>)

APEC ·

· 1967

(Pacific Basin Economic Council, PBEC)가

, 1968 5

· (Pacific Trade and Development Conference, PAFTAD)가

· , 1980

, 가 , ,

(Pacific Economic Cooperation Council, PECC)가

·

APEC

·

1980 90  
 . APEC  
 가  
 가  
 가  
 가

## 2. APEC

### 가. APEC

- APEC 5가 .
- 1) .  
 , , ,  
 , APEC  
 가 가 (big family)  
 .
  - 2) (Open Regionalism)  
 ,  
 . 가 ,  
 가
  - 3) (evolving process)  
 APEC (OECD) (WTO)  
 가 , .

, 가  
, 가  
(still in evolving process)

#### 4) (consensus)

APEC 1 GNP가 3  
가 1 GNP가 300  
가 ,  
. APEC

(consensus)

#### 5) APEC

1994 2010  
, 2020  
, 1995  
(Action Agenda) (Osaka Action Agenda,  
OAA) 1996 가 1996 11  
(Individual Action Plan, IAP)  
, 1997  
APEC  
가

#### . APEC

, APEC 가  
가  
. 가 . APEC

, (APEC Leaders' Meeting), (Ministerial Meeting), (Senior Officials' Meeting, SOM), (Working Group), (Committee), (Coordinating Group), (Task Force) (Observer) .

1996 (APEC Business Advisory Council, ABAC)가 , 가, APEC (APEC Secretariat), (Budget and Management Committee, BMC), (Sub-committee), (Task Force) 11 .

APEC 1993 5 ( ) , .

APEC 가 1 . APEC .

, APEC APEC 가 , , 가 , APEC 3~5 2 1 가 , 6 2 가, 8 3 가 . , . APEC

가

11

가 APEC

< II-3> APEC 11 ( )

(1996)	(1990)	(1991)
(1990)	(1995)	(1991)
(1990)	(1990)	(1991)
(1990)	(1990)	

: APEC

< II-4> 2001 APEC ( )

○	: 2001. 10. 20-21,
○	: 2001. 10. 17-18,
○	
-	: 2001. 6. 6-7,
-	: 2001. 8. 27-31,
-	: 2001. 9. 6-9,
-	: 2001. 9. 29-30,
○	
- 1	: 2001. 2. 11-13,
- 2	: 2001. 6. 1-3,
- 3	: 2001. 8. 23-24,
-	: 2001. 10. 15-16,

: (<http://www.mofat.go.kr>)



### 3. APEC

2001 APEC , “ ” 2001  
:  
APEC . 3가  
, ,  
, 가  
. 2000  
가  
,  
(Human Capacity Building)  
.  
APEC . (Trade .  
Investment Liberalization and Facilitation, TILF) . (Economic  
and Technical Cooperation, ECOTECH) .  
, 1998 . (Sub-committee on  
ECOTECH) , APEC  
. 2001  
APEC .  
, APEC .

#### 가. 2001

##### 1) 1

1 2001 2 12-13 ,  
 21 가 . . (ESC) ,  
 , , APEC , 가  
 . 2000 11  
 12 8  
 13 9  
 . 2001 5  
 ,  
 , , ,  
 . 가 가  
 . , . (Osaka  
 Action Agenda, OAA)<sup>2)</sup> Part II  
 . (ECOTECH  
 Individual Action Plan, EAP)  
 .  
 Part II .

2) 2  
 2 2001 6 2-3 21  
 가 . . (ESC) ,  
 , , , APEC , ASEAN  
 , 가 .  
 2001 APEC  
 가 , 3가 . ,

---

2 (Osaka Action Agenda, OAA) 1995 11  
 7 , .  
 15 . 13 ,  
 APEC  
 . Part I .  
 , Part II .

APEC 가  
 . , 2001 APEC  
 ,  
 .  
 5  
 , ‘ (Beijing Initiative)’  
 .3) , 2001  
 , (Human Capacity Building Coordinating  
 Group) e-APEC  
 . 2002 APEC

### 3) 3

3 2001 8 23-24 21  
 가 . (ESC) ,  
 , , APEC ,  
 가 . 2001 APEC  
 가  
 , ‘ (Shanghai Accord)’  
 . ‘ ,  
 , 9 4  
 , 가 APEC  
 .  
 APEC  
 APEC . ,

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3

‘ , , .

### . 13 APEC

2001 2 10 3 가 ,  
10 17-18  
13 . 21 APEC  
APEC  
APEC  
9 11  
APEC 가  
3가  
 ,  
 ,  
 .  
 ,  
 , , ,  
 9  
4 , .  
가  
e-APEC . 21  
 ,  
 .  
e-APEC  
 , (digital divide)  
 . e-APEC

. 13 APEC

B .

## . 9 APEC

2001 APEC

9 APEC

2001 10 21

,

, 21 APEC

.

(Shanghai Accord)

e-APEC

.

2001

APEC

가

,

< II-5> 2002 APEC ( )

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○ : 2002. 10. 26-27,

○ : 2002. 10. 23-24,

○

- : 2002. 5. 29-30,

- : 2002. 7. 2-5,

- : 2002. 7. 18-19,

- : 2002. 8. 24-25,

- : 2002. 9. 7-8,

- : 2002. 9. 21-22,

○

- 1 : 2002. 2. 17-18,

- 2 : 2002. 5. 17-25,

- 3 : 2002. 8. 13-21,

- : 2002. 10. 21-22,

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APEC

'4)

. 4

### 1) APEC

1994 11

APEC

(APEC Human Resources Development Ministerial Meeting) 1~2

. APEC

가

. APEC

, 5 2002 24

1 APEC

18

가

1996 1

“21

APEC

:

(Preparing the APEC Workforce for

4

APEC

5

( , , , , 가 )

' 2001 6

, 12 10-12

1



“  
 : (HRD Challenges and Opportunities for  
 the New Millenium: Addressing the Impacts of the Regional Financial  
 Crisis)" . :

: , 21 3가

, , 가

. , ,

가 .

, , ,  
 , , - - ,

, , ,  
 , , ,

, , , ,

. 21

, , , .

## 2) 4

4 2001 9 20

125 가 , 2

가 . “

. (Human  
 Resources Development for both the Advancement of Society and Economy  
 and the Sharing of Prosperity with People in the Context of Globalization)"

, ,  
 . ,





, .  
 . APEC  
 ,  
 , (Digital Divide),  
 ,  
 ,  
 가 , (Brain Drain),  
 , 21  
 APEC  
 . 4  
 ,  
 ,  
 APEC  
 .

# **1) Joint Fora 5)**

Joint Fora 1  
 , 2001 Joint Fora 1 가  
 2 14 . APEC  
 ( ) , , 11  
 , 21 80 가  
 . 2001 APEC fora ,  
 (Cross-Cutting Issues) , .

---

5 Joint Fora

< II-6> APEC

1  (1996. 1)	“21 APEC : ”	<ul style="list-style-type: none"> <li>·</li> <li>·</li> <li>·</li> <li>·</li> <li>·</li> </ul>
2  (1997. 9)	“ ”	<ul style="list-style-type: none"> <li>·</li> <li>-</li> <li>/</li> <li>/</li> <li>/</li> <li>/</li> <li>, /</li> <li>, /</li> <li>·</li> <li>-</li> <li>/</li> <li>/</li> <li>/</li> <li>가</li> <li>/</li> <li>·</li> <li>-</li> <li>, ,</li> </ul>
3  D.C. (1999. 7)	“ : ”	<ul style="list-style-type: none"> <li>·</li> <li>- , , /</li> <li>/</li> <li>/</li> <li>- -</li> <li>/</li> <li>/</li> <li>·</li> <li>- , , /</li> </ul>

< II-6> APEC

( )

<p>3</p> <p>D.C.</p> <p>(1999. 7)</p>	<p>“</p> <p>:</p> <p>”</p>	<p>/</p> <p>/</p> <p>/</p> <p>·</p> <p>-</p> <p>,</p> <p>/</p> <p>/</p> <p>· 21</p> <p>-</p> <p>/</p> <p>/</p>
<p>4</p> <p>(2001. 9)</p>	<p>“</p> <p>·</p> <p>”</p>	<p>·</p> <p>-</p> <p>- , - , - , -</p> <p>/</p> <p>, 가</p> <p>/</p> <p>/</p> <p>·</p> <p>·</p> <p>-</p> <p>/</p> <p>/</p> <p>/</p> <p>/</p> <p>/</p>

< II-6> APEC ( )

4  (2001. 9)	“  ”	/ , . - . , . / . 가 / .
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, .

.

2) .  
 . 2001 2 15 20  
 40 가 가 . 2001  
 .  
 , Part II ,  
 가, . (Ecotech Action Plan,  
 EAP) , , APEC .  
 .  
 가, , 3  
 , APEC .

Part II  
가 APEC

, Ecotech

Clearing House<sup>6)</sup>, .

3)

2001 2 14

, APEC  
2001

,

가 .

4)

, 2000  
APEC

, , .

.

APEC

, 2001 5 15-16 ,

, 가 가

. (The Beijing Initiative) APEC

.

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6 APEC 'Clearing House' ,

, Ecotech Clearing House .

,

가 .

<http://www.apec-ecotech.org> .

APEC

, , , ,  
APEC

• •

• ,

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•

### III. APEC

#### 1.

#### 가.

APEC 11 ,  
(Human Resources Development Working Group, HRDWG) 1990 7  
가 2 APEC

.  
APEC 가 가  
가 2001 6 23 가  
가  
APEC  
(Human Capacity Building)  
.  
2000 APEC 「APEC : 21  
(Human Capacity Building: Meeting the Needs of the  
21st Century)」 (Brunei  
Initiative)  
,  
. , APEC

가 . , APEC



1999 7 3

5  
3 (Capacity Building Network,  
CBN), (Education Network, EDNET),  
(Labor and Social Protection Network, LSPN)  
(Network Coordinator)

가 3  
< III-1>  
(EDNET)

(CBN)  
APEC  
(LSPN)

(Industrial Science and Technology  
Working Group) 가 (Lead Shepherd  
Office)

3

1~2

가 ,

APEC

(APEC Summit)

(Ministerial Meeting)

< III-1>

5	3	
(The Economic Development Management Network, NEDM)	(Capacity Building Network, CBN)	Nigel Haworth (New Zealand)
(Business Management Network, BMN)	(Education Network, EDNET)	Chen-ching Li (Chinese Taipei)
(HRD in Industrial Technology Network, HURDIT)		
(Education Forum, EDFOR)	(Labor and Social Protection Network, LSPN)	Robert Shepard (The United States)
(Labor Market Information, LMI)		

APEC

21

. , ,  
 , , 가  
 , , 9  
 4 , 21  
 , APEC  
 .  
 .  
 , 3가  
 . ,  
 ,  
 .  
 , , , ,  
 ,  
 ,  
 가  
 .  
 .  
 APEC APEC  
 , 21 APEC  
 ,  
 . ,  
 ,  
 .

•

1990 7 1 ,  
(KDI) . 1994 9

가

, 2000 9 1 APEC  
(APEC Youth Skill Camp) .  
APEC -  
,  
APEC

## 2. 23 APEC

가.

1990 2000 2  
2001 12 23 , 2001  
. 22 2000 5  
가 21 가  
, 23 6  
. APEC 2002 4 24

,

< III-2>

,  
가 , 23  
APEC

, APEC  
 .  
 .  
 23 19 180  
 가 2001 6 26 29 4  
 .  
 , , , , 가 ,  
 , , APEC 가 .  
 22  
 ( ) ( , APEC ,  
 ) (ECOTECH Sub-committee, ESC)  
 (The Pacific Economic Cooperation Council, PECC)  
 .  
 ,  
 ,  
 ,  
 C .  
 2001 APEC 2001 ‘  
 : ,  
 , .  
 2001

< III-2>

7)

			가
1		1990. 7. 2~3.	11
2	가	1990. 10. 18~19.	-
3	가	1991. 2. 18~19.	-
4		1991. 7. 11~12.	12
5		1992. 1. 9~10.	14
6		1992. 5. 28~29.	15
7		1993. 1. 26~27.	15
8		1993. 5. 25~26.	13
9		1994. 1. 26~27.	16
10		1994. 6. 13~16.	17
11		1995. 1. 26~27.	17
12		1995. 5. 29~6. 1.	16
13		1996. 1. 21~25.	18
14	가	1996. 6. 10~13.	17
15		1997. 1. 20~23.	18
16		1997. 5. 26~29.	18
17		1998. 1. 18~22.	18
18		1998. 6. 11~19.	18
19		1999. 1. 26~29.	19
20		1999. 5. 10~14.	17
21		2000. 1. 24~28.	18
22	가	2000. 5. 27~29.	21
23		2001. 6. 26~29.	19
24		2001. 4	-

, 1, 2

, (Osaka Action Agenda, OAA) Part II  
(ECOTECH Action Plan, EPA)

7 (2000) p. 52 'APEC

5 15-16 (The High Level Meeting on APEC Human Capacity Building)

, , ,  
APEC

4

3가

. APEC APEC

가 . 2000

9 1 (The 1st APEC Youth Skill Camp) , 2001

7 APEC (APEC Youth Festival)

4 3

, , ,

, .

, .

, 24  
2004

.

,

.

. 3

1) (CBN)

2  
(Beijing Initiative) , 4가  
, CBN , .  
, CBN  
가 , 가 . ,  
가 , 3  
가  
10 가 6 가  
.

2) (EDNET)  
4  
EDNET Mission Statement . 4  
, , ,  
, 가  
. 8 5  
, 3 가 . ,  
EDNET 가  
, 2004 11 3 APEC  
.

3) . (LSPN)  
. 8  
, 6 . 가  
가  
, 가 APEC



가

(EAP)

EAP

23

16

8 APEC  
(TILF)

, 1

6

< III-3>

### 3. 4

2001 9

4

1999 7 3

APEC

가 .

, APEC

가

, 5

가 가

6가

(Human Capacity Building Strategy for New

Economy)

(Human Capacity Building

		(US\$)	
APEC	Continuation of the Use of IT in a Learning Society	11,550	EDNET
	Youth Training in the APEC Community towards the Knowledge-Based Economy: Reducing the Digital Divide	34,600	
	Best Practices for Empowering Women's Earning Capacity through Lifelong Education	40,360	
	Innovations in Entrepreneur Development in APEC	45,000	CBN
	Design of Renewable Energy Based Hybrid Systems for Schoold in Remote Areas	50,000	
	Preparing the Manpower for the New Economy	60,000	
	Training for Prevention and Resolution of Labor and Employment Conflicts	57,750	LSPN
	Information Sharing and Best Practices on Teleworking	49,760	
TILF	Executive Capacity Building on International Rules and Strandards-Based Management	244,100	CBN
	Management Consultancy for SMEs	-	CBN
	International Trade Financing	-	CBN
	Knowledge Sharing Network	-	EDNET
	Competitive Provision of Publicly Funded Employment Services	-	LSPN
	APEC Awareness Raising Campaign: Moving Children out of Abusive Employment and into Education	-	LSPN
	APEC Forum on Human Resources	-	LSPN
	Learning from One Another: A Guide for Conducting HRD Best Practices Studies	-	LSPN

Coordinating Group)

.8)

APEC

(Beijing Initiative)

## 4. APEC

### 가. APEC

1994 APEC  
가 ,

가 1994 5  
APEC (Chair Lead Shepherd)<sup>9)</sup>

---

8 APEC 6가 (2001 9 )

1. ,  
가

2. 가

3. , , ,

4. . .

5. 가 .

6. ,

9 APEC Lead Shepherd 가  
Chair  
Chair

(Coordinator) 1~2  
APEC

APEC

3가 , APEC 가  
가  
가 가  
1~2

, APEC

APEC

1)

2001 12 5  
, 2002 4 24

2000 5 22  
가  
5 .10)

2)

2 , APEC  
가

(Lead Shepherd Advisory Committee, LSAC)<sup>11)</sup>

APEC

APEC

10 < III-4>

1			1995
2			1996
3			1996-1998
4			1999-2000
5			2000-

: APEC

11

3 4

APEC

3

, APEC

12 15

## 5. APEC

가 ,  
2000 5  
2001 12 , 가  
가

### 가. 23

#### 1) 23

가 4~5  
(Lead Shepherd Advisory Committee, LSAC)가 , 1  
23 LSAC 2000 12  
, APEC , 3 12  
(Virtual Meetings)  
4  
(Cross-cutting issues) 가  
가

2) 23

2000 5 22

( 2001 6 )가 , 23

( ) .

,

,

, . ,

24

2004

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## **ABSTRACT**

Trends of Human Resources Development in APEC 2001, and  
the Activities of Lead Shepherd of APEC Human Resources  
Development Working Group

**Korea Research Institute for Vocational Education & Training**  
**Research-in-Charge: Lee, Jeong Taik**

### **1. Research Objective**

The emergence of the new economy has highlighted the significance of human resources development(HRD). The framework of the new economy requests expansion of international trade, building up of networks for information and communication technologies, organizational and structural changes and an appropriate combination of know-how, policy and capacity building. As APEC Leaders and Ministers recognized that HRD is a vital medium to meet the challenges of globalization and the new economy, and affirmed its importance as one of the core priorities in APEC, and thus the HRD is one of the key assets and an issue of cross-cutting nature within APEC.

This research is focused on the trends of HRD within APEC in 2001, and the main activities of APEC HRD Working Group and the Lead Shepherd. By exploring the various issues and events in APEC 2001 in regards with HRD, this research will identify the priority areas of HRD that APEC has emphasized throughout the year, with its aim to provide suggestions and directions to the National Human Resources Development Strategy. The review on main activities of Lead Shepherd of APEC HRD Working Group may also provide implications to Korean



Government in regards with HRD activities within APEC, and to the Korea Research Institute for Vocational Education and Training(KRIVET) for its various projects and initiatives of international cooperation in the future.

## **2. Research Contents**

In the new digital economy, building high qualified and adaptable human capital in the region gains more significance. The sweep of digital technologies and the transition to a knowledge-based economy in the latter 1990s created a robust demand for well trained IT workforce, bringing to the forefront the increasing shortage of the workforce not only as a national issue but as that of APEC. Many information technologies, on the other hand, have short life cycles, and employers often prefer to hire workers skilled in new technologies rather than retrain their current workers. In an environment of short product cycle and development cycle, both labor and education markets are now facing serious challenges, and at the same time examination of linkages of labor-education market is critical to ensure successful human capacity building(HCB) in all economies within APEC.

In Shanghai October 2001, Leaders and Ministers recognized that HCB is a vital means to meet the challenges of globalization and the new economy, and affirmed its importance as one of the core priorities in APEC. Emphasizing the importance of the ICT revolution and its applications in upgrading the welfare and living standard of all people in the APEC region, Leaders and Ministers encouraged members to maximize the benefits of the ICT revolution and address the digital divide emerging in the new economy. One of the noticeable achievements in Shanghai was the endorsement of e-APEC Strategy, and Leaders and Ministers commended e-APEC Strategy as an effective means to transform the APEC regions into a digital society with higher

growth, increased learning and employment opportunities, improved public services and better qualities of life by taking advantage of advanced, reliable and secure ICT and networks and by promoting universal access.

In developing programs for human capacity building and exchange of information in the areas of labor market systems, social safety nets, and building the workplace of the 21st century, mutual cooperation and consultation with representatives of government, labor, business, and workers is necessary.

### **3. Research Methodology**

Major part of this research paper is based on the analysis of documents and materials provided by the Lead Shepherd Office of APEC Ministry of Education & Human Resources Development HRD Working Group, formal and informal APEC meetings, and consultation with APEC Secretariat. Those documents include Joint Ministerial Statements, HRD WG Annual Workplan(2001), Summary conclusions of APEC Senior Officials' Meetings, other APEC fora meetings, and other resources from specialists in APEC HRD arena in Korea. Also official documents and materials from the website of the Ministry of Foreign Affairs and Trade, the Ministry of Labor, the Ministry of Education & Human Resources Development were analyzed for this research.

### **4. Policy Suggestions**

In order to enhance the human capacity building strategy, the active participation and mutual cooperation among various cooperation channels such as central and regional governments, industries, education/training sectors and labor are essential, and the international transferability in standards, qualifications and assessment should be expanded. Mutual

cooperation by network building strategies for mutually recognized qualification; setting up international standards for qualifications, assessments, re-certification to enhance high transferability within APEC. Such talks are also important as: Encouraging social partnership as additional facilitator for strengthening HCB, and in particular contributing to better establishment of the e-learning system; developing a model of administrative and financial support for both individuals and enterprises; enhancing industrial human resources through international manpower exchange and empowerment.

Korea will host APEC 2005, and series of Senior Officials' Meetings, Ministerial Meeting, Leaders Meeting, and other APEC Fora Meetings will be held in Korea through the year. It is suggestive that Korean Government construct a main theme for APEC 2005 which should be based on consideration of pressing challenges and talks in 21st century and development of new issues which have not been dealt with within APEC. Under these circumstances, Korea Reserach Institute for Vocational Education & Training may contribute to preparations and initiations for APEC 2005 well by assisting the Korean Government, which will enhance its status of expertise in the APEC region.

## **A**

### **13 APEC (Joint Ministerial Statement)**

**THE THIRTEENTH APEC MINISTERIAL MEETING  
Shanghai, Peoples Republic of China  
17-18 October 2001**

**JOINT STATEMENT**

1. Ministers from Australia; Brunei Darussalam; Canada; Chile; the Peoples Republic of China; Hong Kong, China; Indonesia; Japan; the Republic of Korea; Malaysia; Mexico; New Zealand; Papua New Guinea; Peru; the Republic of the Philippines; the Russian Federation; Singapore; Chinese Taipei; Thailand; the United States and Viet Nam participated in the Thirteenth Asia-Pacific Economic Cooperation (APEC) Ministerial Meeting in Shanghai on 17-18 October 2001. The APEC Secretariat was present. The Association of South-East Asia Nations (ASEAN) Secretariat, the Pacific Economic Cooperation Council (PECC), and the Pacific Island Forum (PIF) attended as observers.
2. The meeting was chaired by H.E. Mr. Tang Jiaxuan, Minister of Foreign Affairs and H.E. Mr. Shi Guangsheng, Minister of Foreign Trade and Economic Cooperation, of the Peoples Republic of China. The theme for APEC 2001 was: Meeting New Challenges in the New Century: Achieving Common Prosperity through Participation and Cooperation . The agenda of the meeting was structured to reflect the three sub-themes of APEC 2001:
  - a. Advancing Trade and Investment;
  - b. Sharing the Benefits of Globalization and the New Economy;
  - and
  - c. Promoting Sustainable Economic Growth.
3. Since the end of last year, the slowdown in the United States, Japan and Europe has dampened the prospect of global and regional economy, with some members in the region affected considerably by the declining global demand. The recent terrorist attacks in the United States risk undermining some industries as well as consumer confidence. In the face of the less favorable global and regional economic environment, Ministers affirmed their confidence in the medium and long-term prospects of growth in the APEC region and agreed to strengthen cooperation to tackle the short-term economic difficulties. In this connection, Ministers reaffirmed the importance of promoting dialogue and cooperation with a view to achieving sustainable and common development. In addition, Ministers emphasized the importance of achieving the Bogor goals in accordance with the agreed timetables as a key element of APECs response to current economic conditions, and stressed the importance of structural reform and sound domestic policies to create a more favorable macro-economic environment for growth in the region.

#### **Advancing Trade and Investment**

### *Strengthening the multilateral trading system*

4. Ministers firmly underlined their commitment to open regionalism and strong support for an open, equitable, transparent and rules-based multilateral trading system, as represented by the WTO.
5. Ministers reaffirmed the strong commitment to launch the WTO new round of multilateral trade negotiations in 2001. Given the global economic slowdown, Ministers agreed on the critical importance and urgency of successfully launching the round at the Fourth WTO Ministerial Conference to reenergize the global trading system.
6. Ministers called on parties concerned to demonstrate strong political will and flexibility in agreeing on a balanced and sufficiently broad-based agenda to launch the new round, which should include further trade liberalization and the strengthening of WTO rules and reflect the interests and concerns of all members especially those of the developing ones to address the challenges in the 21st century and support the goal of sustainable development. Ministers urged that the agenda for the new round focus on trade-related issues, including existing WTO rules and not duplicate the work of other international organizations. They further agreed that internal transparency within WTO will facilitate the participation of all members.
7. Ministers reaffirmed that the concerns of developing economies should be addressed through the effective implementation of special and differential treatment and ongoing effort for capacity building and technical assistance so as to facilitate their full participation in the WTO.
8. Ministers reaffirmed APECs determination on expediting the full and effective implementation of the Uruguay Round agreements and commitments, and called on the WTO to give due consideration to the concerns of members, especially developing ones, on the implementation issues emanating from the Uruguay Round agreements and commitments when formulating the agenda for the new round.that the concerns of developing economies should be addressed through the effective implementation of special and differential treatment and ongoing effort for capacity building and technical assistance so as to facilitate their full participation in the WTO by all APEC members. They could also be addressed in the negotiations and work program launched at the 4th WTO Ministerial Conference.

9. Recalling previous Leaders Declarations and Ministerial Statements, Ministers reaffirmed that APEC would actively and constructively contribute to the mandated WTO negotiations on agriculture and services.
10. Ministers reiterated their commitment to continuing to contribute to the WTO work on industrial tariffs and other related areas, without prejudice to the overall agenda for negotiations.
11. Ministers agreed to continue mobilizing drawing upon APEC's expertise to maintain and enhance the momentum of the WTO negotiations on services. In this respect, they recognized the progress made in 2001 on the APEC Menu of Options for Voluntary Liberalization, Facilitation and Promotion of Economic and Technical Cooperation in Services Trade and Investment, which will continue in 2002. Ministers expected this work to make an important contribution to the on-going WTO negotiations.
12. Ministers undertook to refrain from using measures that increase levels of trade protectionism. To this end, they reaffirmed their commitment to the APEC-wide moratorium on the imposition of custom duties on electronic transmissions until the Fourth WTO Ministerial Conference, and agreed to extend the moratorium until the Fifth Ministerial Conference. Ministers also supported a vigorous continuation of the WTO's work program on E-commerce.
13. Ministers reaffirmed the importance of the implementation of APEC WTO-related capacity building Strategic Plan, programs as a unique, substantial and value-adding contribution to strengthening the participation of developing economies in the multilateral trading system, improving the implementation of existing commitments, and building confidence for a WTO new round. They recognized the initiative as a concrete example of the way in which technical and economic cooperation in APEC and the policy commitment to trade liberalization can be mutually reinforcing. In this regard, Ministers commended progress made on a number of projects and noted that twelve TILF projects in support of the plan have received funding this year. They stressed the need for new projects to be accorded continued priority in allocating the APEC TILF fund in accordance with the established TILF approval process, decided that both developed and developing members would continue to prioritize as appropriate the plan in the developmental programs, and affirmed the importance of involving bilateral development agencies, relevant regional and international organizations including WTO, ADB and World Bank in implementing the

plan.

14. Ministers congratulated China on the successful conclusion of negotiations on its accession to the WTO. They urged that China's accession be finalized at the forthcoming WTO Ministerial Conference. Ministers also reiterated strong support for approval of accession to the WTO by Chinese Taipei at that Conference and the advancement of WTO accession by the Russian Federation and Viet Nam. Ministers supported the participation of all acceding economies in the new round of WTO negotiations.

#### ***Trade and Investment Liberalization and Facilitation (TILF)***

##### **Individual Action Plans**

15. Reaffirming the central role of Individual Action Plans (IAPs) in achieving APECs trade and investment liberalization and facilitation goals, Ministers commended the refinements and improvements made to the e-IAP system to enhance its functionality and user friendliness. They also welcomed the presentation of 2001 IAPs by member economies in the e-IAP system and recognized the usefulness of delivering further technical assistance in their preparation. Ministers encouraged member economies to publicize the new e-IAP system to their business communities and work with the private sector to ensure that the system meets its needs. They commended the Russian Federation for the submission of its IAP for peer review this year.
16. Acknowledging the need for the IAP peer review process to be further strengthened, Ministers endorsed the proposal for strengthening the IAP peer review process, including organizing the IAP Review Teams to conduct studies of economies under review. The new process is aimed at increasing the rigor of the peer review regime and encouraging member economies to make greater progress in achieving the Bogor Goals. They affirmed that the principle of voluntarism should be respected. For this purpose, they decided to use the APEC funding including the TILF special account through the funding approval process. Ministers welcomed the offer made by Mexico and Japan to submit their IAPs for review under the new peer review process in 2002. They also called on other member economies to actively participate in this process.

##### **Review of OAA Part I**



17. As a major roadmap providing the guidelines for achieving the Bogor Goals, the OAA must remain relevant for APEC to face the emerging global challenges and to seize new opportunities in the new century. Ministers thus endorsed the updated OAA Part I, which reflects the new changes and developments in the area of trade liberalization and facilitation since 1995. The major elements include a commitment to progressive reduction of tariffs until the Bogor goals are fully achieved, a commitment to progressively reducing NTMs to the maximum extent possible to minimize possible distortion to trade, and a commitment in the services area to provide for the fair and transparent development, adoption and application of regulations and regulatory procedures in regulated service sectors. Ministers further underlined the strategic significance of the updated of OAA Part I in providing a long-term framework for advancing to APEC TILF agenda. Ministers encouraged member economies to take the updated OAA Part I into account when updating their IAPs for 2002 and beyond.

#### **Collective Action Plan**

18. Ministers approved and endorsed the Annual Report of the Committee on Trade and Investment (CTI) and the revised/enhanced Collective Action Plans (CAPs) it contains. Emphasizing the importance of the CAPs in ensuring APEC is on track towards Bogor Goals, Ministers welcomed the commendable progress CTI made in implementing CAPs in 2001 and highlighted some key achievements, which included,
- Ø the further expansion of the CAPs to intensify work on Non-Tariff Measures (NTMs);
  - Ø the completion of APEC Principles on Trade Facilitation;
  - Ø the completion of the new CAPs on Intellectual Property Rights;
  - Ø the completion of the review and revision of the Mid-term Technical Infrastructure Development Program; and
  - Ø the completion of an assessment/evaluation of the thirteen SCCP CAP items.
19. Ministers welcomed the progress report and its achievements from the APEC Automotive Dialogue and encouraged the Dialogue to continue its work. They took note of the ongoing reform and economic and technical cooperation activities in the automotive sector. Ministers also took note of the establishment of the Chemical Dialogue and welcomed Mexico's offer to host the first Chemical Dialogue in 2002.

20. Ministers welcomed the report *APEC Economies Breaking Down the Barriers: Case studies in regulatory and administrative reforms*, which indicated that the reforms undertaken by APEC members had generated significant economic benefits. Ministers also noted the importance of adopting the revised Kyoto Convention on the Simplification and Harmonization of Customs Procedures, and encouraged the adoption of the Convention at the earliest possible opportunity.
21. Ministers directed CTI to continue to give priority in its 2002 work program, to producing tangible deliverables in CAPs, as envisaged in the Osaka Action Agenda.
22. Ministers welcomed the success of the Second APEC Investment Mart held in Yantai, the Peoples Republic of China, during 9-15 June 2001. They reiterated the importance of ensuring stable investment flows into the APEC region. In this regard, Ministers welcomed the offer by the Russian Federation and Thailand to host the Third and the Fourth APEC Investment Marts in 2002 and in 2003 respectively. Ministers also welcomed the project to review current literature on cross-border mergers and acquisitions to enable better understanding of its development on investment flows.
23. Emphasizing the benefits of trade facilitation, Ministers instructed officials to identify concrete actions and measures to implement the APEC Trade Facilitation Principles in 2002 to promote the flow of goods and services in the region, and stressed that capacity-building should remain a central component of APECs work on trade facilitation.
24. Recognizing the importance of enhancing the mobility of business people as a means to facilitate APEC trade and investment goals, Ministers noted the progress made in the APEC Business Travel Card Scheme and welcomed the participation of the Peoples Republic of China and Chinese Taipei in the scheme, leading to a majority of APEC members being part of the Scheme. Ministers also commended the progress of capacity building strategies towards implementing streamlined border processing of genuine travelers, and noted the multilateral Advance Passenger Processing (APP) trial as a new technology standard in regional travel facilitation system. Ministers supported the Informal Experts Group on the Mobility of Business People (IEGBM) capacity building strategies, which uses agreed standards for economies to improve their immigration capacity and contributes to the APEC goals of facilitating trade and investment.

25. Ministers emphasized the importance of strengthening competition in the APEC region and welcomed the Mexican proposal to host a training program in 2002 on promoting competition in regulated sectors so as to enhance interaction among APEC economies in this field. Ministers also welcomed the proposal of Mexico to hold a workshop on regional and bilateral investment rules and agreements.
26. Ministers praised the work that the CTI has done over the past year and expressed appreciation to Mr. Joe Damond for his contribution as CTI Chair. Ministers also welcomed Ms. Ng Kim Neo to serve as the CTI Chair for the next two years commencing in 2002.

### **Sharing the Benefits of Globalization and the New Economy**

#### ***Human Capacity Building Initiatives***

27. Ministers recognized that human capacity building is a vital means to meet the challenges of Globalization and the New Economy, and affirmed its importance as one of the core priorities in APEC. Ministers applauded the various initiatives undertaken in this respect, particularly the Beijing Initiative adopted at the APEC High Level Meeting on Human Capacity Building and agreed to submit the Beijing Initiative to Leaders as a way to provide opportunities for further work on human capacity building in the context of the New Economy. Ministers also supported the engagement of all key stakeholders in the region and the development of tripartite partnerships between government, business, academic and training institutions for this purpose. Ministers welcomed the Human Capacity Building Promotion Program as a follow-up project to the Beijing initiative. Ministers instructed Senior Officials, working through APEC fora, to further develop and carry out initiatives for future work as appropriate to translate the shared vision into action. Ministers also noted the benefits of active engagement with the private sector in the provision of IT training.
28. Ministers welcomed the significant progress in formulating an APEC Human Capacity Building Strategy on New Economy done by the Human Capacity Building Coordinating Group (HCBCG) as an effective response to the present and future need for transforming the "digital divide" into "digital opportunities" so that the opportunities of the New Economy can be widely shared in the APEC region and encouraged HCBCG to finish their work by SOM I 2002, with the active participation of all working

fora and economies. Ministers urged implementation of the human capacity building projects, including Information Sharing and Best Practices on Teleworking and Preparing Human Resources for the New Economy. Ministers also welcomed Thailand's proposal to explore the possibility of networking schools in APEC economies and instructed SOM to examine the proposal.

29. Ministers welcomed the outcome of the Fourth APEC Human Resources Development Ministerial Meeting, held in Kumamoto, Japan and commended the significant progress in achieving human resources development goals. Ministers resolved to increase APECs understanding of the forces that shape and drive the New Economy, inter alia, by increasing access to quality basic education, skills training-retraining and lifelong learning to address the challenges that it presents to the workforce of the 21st century, and to foster an environment which assures greater access to the opportunities generated. Ministers welcomed the meetings focus on knowledge and skills development, formulation of proactive labor market policies, and involvement of stakeholders such as labor and business.
30. Ministers expressed their appreciation to the APEC Education Foundation for its leadership in launching the APEC Cyber Education Cooperation Consortium and recognized the Foundations potential as a useful vehicle for HCB efforts, especially in the area of cyber education cooperation. Ministers encouraged further participation in the work of the Foundation and the Consortium by member economies, business, academia and other stakeholders with a view towards realizing an APEC cyber education community.

#### ***Ecotech Issues***

31. Ministers endorsed the SOM Report on Ecotech and its recommendations. Ministers reaffirmed the role of Ecotech in contributing to sustainable growth and achieving common prosperity. Ministers commended the progress made this year in advancing the Ecotech agenda and reinforcing the complementarity of TILF and Ecotech. Ministers also recognized the need for APEC to interact with bilateral, regional, and international organizations and financial institutions with a view to fostering cooperation, broadening support and leveraging financial resources to boost Ecotech activities.
32. Since its inception, SOM Subcommittee on Ecotech (ESC) has played

a significant role in managing and coordinating Ecotech activities to ensure a more effective and action-oriented agenda. Ministers endorsed the work that ESC has done over the past year and expressed appreciation to Dr. Medhi Krongkaew for his excellent contribution as the ESC Chair. Ministers also welcomed Ambassador Elard Escala from Peru to serve as the incoming ESC Chair and the Senior Official of the Philippines as the Vice Chair for the next two years commencing in 2002. Ministers also directed Senior Officials to review the function and mandate of the ESC with a view to making recommendations to the next Ministerial Meeting on any adjustments required to ensure the most effective possible leadership and coordination of APECs Ecotech work.

33. Ministers welcomed the development of Ecotech Action Plans (EAPs) in the area of Human Resources Development as a pilot and affirmed its role in substantially enhancing the opportunity for cooperation in field of HRD, and facilitating a more focused and intensified agenda. Ministers welcomed the submission of EAPs by 16 economies and encouraged continued and broader participation.
34. Ministers commended the completion of updating Osaka Action Agenda (OAA) Part II and its Annex. Ministers reaffirmed the role of OAA in shaping the road map for APEC in the new century. The revised OAA Part II incorporates new initiatives and priorities since 1995, and will continue to function as a fundamental guide in future Ecotech activities. Ministers also instructed Working Groups to make sure their future activities are consistent with the updated OAA II and include in their annual report to the SOM information on the implementation of OAA II so that progress can be monitored.
35. Ministers commended the completion of the first APEC Science & Technology Policy Forum held in Penang, Malaysia<sup>17</sup> which was organized by the Industrial Science and Technology Working Group (ISTWG). The Forum identified numerous recommendations for building innovation capacity within APEC economies and fostering linkages among science, technology and innovation communities across APEC. Noting the contribution to the success of the Forum made by the participation of academic, business, and other non-governmental groups, Ministers urged the ISTWG to continue to involve these stakeholders in implementing these recommendations.

#### **APEC Food System (AFS)**

36. Reaffirming the importance of addressing the three areas of the AFS on rural infrastructure development, promotion of trade in food products, and dissemination of technological advances in food production and processing, Ministers welcomed and endorsed the SOM report on the implementation of the AFS. They also asked the Senior Officials to give further thought to ways to increase the momentum in AFS implementation, requested SOM to report annually on progress in implementation of the AFS recommendations, and instructed officials to examine how to respond to ABACs recommendations on the AFS in 2000 and 2001.

### **Biotechnology**

37. Ministers reaffirmed the importance of transparent and science-based approaches to risk assessment and management in the introduction and use of biotechnology products, and of technical cooperation, and information exchange on new technology and capacity building in this area. They recognized the importance of economies efforts to enhance consumers awareness, confidence and understanding of biotechnology products to facilitate the realization of the potential benefits of this technology.
38. Ministers endorsed the SOM Report on Agricultural Biotechnology and asked Senior Officials to report on progress next year. They welcomed the initiative to hold a policy-level dialogue on agricultural biotechnology and requested Senior Officials to report on progress in 2002.

### **Infectious Disease**

39. In recognition of the challenges posed by infectious diseases, Ministers endorsed the APEC Strategy to address HIV/AIDS and other infectious diseases and commended the efforts and contribution made by ISTWG in developing the strategy in less than a year. Ministers asked related APEC fora, notably the ISTWG to take actions as laid out in the Strategy in the six categories of electronic networking, surveillance, outbreak response, capacity building, partnering across sectors, and political and economic leadership. Ministers also noted that the APEC Healthcare Services Accreditation Project and a project to conduct training in infectious disease surveillance were approved at the 21st meeting of the ISTWG in Penang, Malaysia. Ministers welcomed these initiatives in response to the APEC Infectious Disease Strategy and requested ISTWG to report outcome to the SOM.

### *Strengthening the Functioning of Markets*

40. Ministers commended the significant efforts made by member economies in strengthening the functioning of markets, which complement the APEC trade and investment liberalization and facilitation process. Acknowledging the importance of developing transparent, favorable and predictable policy as well as legal and regulatory environment for business, Ministers:

- Ø Took note of the progress made regarding the APEC-OECD Cooperative Initiative on regulatory reform led by Peru, welcomed the outcomes arising from the Opening Conference of the Initiative held in Singapore, the First APEC-OECD Workshop on Regulatory Reform held in Beijing on 19-20 September 2001 and commended Mexico's offer for hosting the Second Workshop;
- Ø Took note of the work of the coordinating group on Strengthening Economic Legal Infrastructure led by Australia, Japan and Peru, particularly the completion of Menu of Options for Strengthening Economic Legal Infrastructure, called for early implementation and the development of cooperative projects in capacity and institutional building, corporate law and competition policy, based on the Cooperation Framework, and urged continuous efforts in building capacity and skills of individuals, institutions and agencies in developing and applying commercial, corporate and competition law;
- Ø Took note of the progress made in the cooperation program in the area of SME and New Business Support, and welcomed the progress achieved in the Cooperation Programs, which consists of holding seminars, dispatching experts and related activities, based on the Evolving Cooperation Initiative by Japan;
- Ø Endorsed the Guidelines for Good Corporate Governance Practice developed by PECC and encouraged APEC members to implement the Guidelines on a voluntary basis;
- Ø Welcomed the Guidelines of Best Practices for Entrepreneurship and Start-up Companies, which was the principal outcome of a Symposium in this regard held on August 2-3 2001 in Chinese Taipei, and encouraged relevant APEC fora to apply the Guidelines to their future work; and

- Ø Recognized the importance of capacity building for the implementation of APEC Principles to Enhance Competition and Regulatory Reform, and welcomed further work in this area, such as training programs.

### *New Economy Issues*

#### **E-APEC**

41. The information technology revolution is one of the major forces transforming the world and the APEC region into the 21st century. Ministers reaffirmed their confidence in the immense potential of Information and Communications Technology (ICT) and its applications in upgrading the welfare and living standard of our people in the APEC region. Ministers emphasized the importance of the development of New Economy, the ICT revolution and its applications.
42. As instructed by the Leaders, a long-term, forward-looking and action-oriented e-APEC Strategy has been formulated by developing and expanding the Action Agenda for New Economy this year. Ministers commended the efforts made by the e-APEC Task Force, and endorsed the e-APEC Strategy, which demonstrated APECs resolve to spur ICT development with the vision of an approaching digital society. Ministers urged members to take concrete and concerted actions to implement the e-APEC Strategy so as to maximize the benefits of the ICT revolution, address the digital divide and benefit from the opportunities presented by the emerging New Economy.
43. The e-APEC Strategy consists of the following three pillars:
- **Create an environment for strengthening market structure and institutions;**  
Ministers urged economies to implement appropriate policies and actions to promote sustainable and sound macroeconomic policy framework, sustained structural reform, an effective competition regime, good financial and corporate governance, etc. and actions to promote sustainable growth.
  - **Create an environment for infrastructure investment and technology development;**  
Ministers encouraged economies to create a policy environment conducive to competitive investment and the widespread uptake of beneficial technologies.
  - **Enhance human capacity building and entrepreneurship**



**development.**

Ministers urged economies to take actions to improve human capacity building and promote entrepreneurship. Ministers also encouraged economies to develop innovation-oriented policies and promote the participation of SMEs in New Economy activities.

44. Ministers urged member economies to take concrete actions to turn the e-APEC vision into reality, which would definitely help facilitate spreading the benefits of the New Economy, enhancing the momentum of economic development and revitalizing not only regional, but also the global economy. Ministers encouraged member economies and relevant APEC fora to implement the e-APEC Strategy through broad cooperation and collaboration. In this regard, Ministers directed Senior Officials, in cooperation with the Finance Deputies, where appropriate, to facilitate and oversee the process of implementing the Strategy and report the outcomes to the responsible Ministers at their next years meeting in Mexico. Ministers welcomed the report on progress in developing the Network of Skills Development Centres and encourage full participation by members.

**E-commerce**

45. Ministers noted and welcomed the progress made by Electronic Commerce Steering Group (ECSG) on promoting and coordinating E-commerce-related activities across APEC sub-fora, including the completion of the APEC 2001 Electronic Commerce Stocktake. In this regard, Ministers endorsed the recommended work program on E-commerce in APEC. Ministers also endorsed the proposal by the ECSG to develop APEC guidelines for online consumer protection and noted the proposal to organize a public/private sector forum regarding online privacy and E-commerce during 2002.
46. Noting the different roles of private and public sectors in promoting the development of E-commerce as well as the needs to strengthening the linkage between them in this field, Ministers endorsed the proposal of the establishment of the APEC E-commerce Business Alliance. Ministers also welcomed the proposal to strengthen economic and technical cooperation in the area of E-commerce with a view to narrowing the gap between member economies in the application of E-commerce.
47. Ministers welcomed Individual Action Plans on Paperless Trading submitted by some member economies, encouraged other member

economies to participate in the delivery of Paperless Trading IAPs, and instructed SOM to report on progress to the MRT Meeting in 2002. Ministers also welcomed the report on *Paperless Trading: Benefits to APEC*, and encouraged APEC members to reduce regulatory and institutional barriers to paperless trading.

48. Ministers recognised the growth of global electronic commerce and the importance of a legal and policy framework which both ensures business and public confidence and avoids unnecessarily restrictive trade barriers while respecting national policy objectives in order to allow E-commerce to develop its full potential to create new opportunities for trade.

#### **Other Existing and New Initiatives**

49. Ministers welcomed the progress report made by lead economies on various existing and new initiatives on e-APEC activities. Ministers welcomed the implementation of Phase I of the project on Transforming the Digital Divide into a Digital Opportunity by Chinese Taipei and urged the early implementation of Phase II work in 2002. Ministers welcomed Korea's offer to host a high-level conference on strengthening APEC cooperation for establishing e-government, and a seminar on empowering people with disabilities in the Information and Technology (IT) age in 2002. In response to Vietnam's New Economy Initiative on Strengthening the Legal Framework for ECommerce, Ministers agreed to convene an E-Commerce Legal Infrastructure Workshop at the 25th TEL meeting in 2002 in Hanoi, Vietnam.
50. Ministers reaffirmed commitments to triple access to the Internet by 2005, and to ensure that all groups within an economy have access individually or through community-based services to the Internet by 2010; and they commended the TEL for developing a Digital Divide Blueprint for Action and called for its completion and implementation.
51. Ministers welcomed efforts and policy findings by TEL on ICT development and diffusion, for the creation of a policy environment in the APEC region for universal access, the liberalization of the market, the realization of digital opportunities, and the security of information infrastructure and networks. Ministers recognized the important role of the private sectors in developing and diffusing ICT and encouraged enhanced cooperation among members and all stakeholders with the effective leadership of governments in upgrading capacity into a digital and

prosperous future. In this regard, Ministers instructed the e-APEC Task Force, TEL, ECSG, HRD, and SME WGs, and other APEC fora to continue their endeavors in carrying forward the e-APEC activities in various areas within APEC and enhance their cooperation in ICT development in the region.

#### **Development of SMEs**

52. Ministers welcomed the outcomes from the 8th SMEs Ministerial Meeting held in Shanghai under the theme of New Century, New Challenges: Innovation and Environment for SME Development . They acknowledged the vital role and importance of SMEs in promoting economic recovery and long-term sustainable economic growth. Ministers urged member economies to consider the key strategies recommended by the SME Ministerial Meeting in the development of SMEs and continue to examine thoroughly the obstacles faced by SMEs. The recommendations identified are: Advancing Technological Innovation through Cooperation, Facilitating Financing and Improving the Environment for SME Development.

53. In times of economic uncertainty, Ministers acknowledged the need to redouble efforts to support growth and development of small and micro enterprises. Recognizing the importance of enhanced cooperation in human capacity building and information sharing for the benefit of SMEs across the Asia Pacific region, Ministers welcomed efforts by the Philippines and Canada as lead economies to further on-going SME programs for training and certification of APEC SME Counselors and developing commercial alliances under the Business Partnership Initiative for SMEs. Ministers welcomed the International Cooperation Forum on Innovative Management Skills to be implemented by Russia in 2002 and encouraged active participation by all economies. Recognizing the benefits to SME policy makers to better serve SME constituencies across APEC, Ministers also endorsed the Voluntary Visitor Program for APEC SME Government Officials and called for the United States to hold the program next spring and report on results to the 9th APEC SME Ministerial Meeting in August 2002.

#### ***Sectoral Ministerial Meetings***

54. Ministers took note of the report presented by Peru regarding the postponement of the 3rd Transportation Ministerial Meeting due to the

cancellation of the Ministers of several members after the terrorist attacks in the United States last September, and welcomed Perus offer to host the event in March 2003.

55. Ministers welcomed the progress made towards assisting economies to implement the operational plan under Transportation Working Group including the progress in implementing the recommendations for more competitive air services on a voluntary basis. Ministers noted the ongoing efforts in transportation safety and security, and supported efforts to promote international cooperation for the suppression of terrorism, piracy, and armed robbery.
56. Ministers welcomed Koreas offer to host the 1st APEC Ocean Related Ministerial Meeting in 2002 and recognized that, it would contribute to strengthening cooperation on sustainable marine and fisheries resources development.
57. Ministers acknowledged that the review on the implementation of initiatives of APEC Sectoral Ministerial Meetings is vital to ensuring the overall effectiveness of the APEC process. Ministers commended officials for their efforts and directed them to urge APEC fora to continue to implement the decisions and initiatives of various Sectoral Ministerial Meetings.

### **Promoting Sustainable Economic Growth**

#### ***Economic Committee Report***

58. Ministers endorsed the Economic Committee (EC)s Report for 2001 and welcomed the progress made in its four core projects: (1) 2001 APEC Economic Outlook; (2) the New Economy and APEC; (3) the Benefits of TILF; (4) the Implementation Plan for KBE Recommendations. Ministers welcomed the *2001 APEC Economic Outlook* especially its thematic study on financial development and economic growth, which is particularly timely in face of the current global economic slowdown and member economies' collective resolve to foster long-term economic vitality. They also endorsed *The New Economy and APEC* report that offers a conceptual framework and useful elements for creating an environment in which the New Economy could develop. Ministers acknowledged the importance of the Benefits of TILF projects, which emphasized the creation of more open and free trade and investment environment. Ministers urged the continuous

implementation of the KBE Recommendations and instructed the EC to continue its work on KBE issues.

#### ***Interaction with the Finance Ministers Process***

59. Ministers welcomed the outcomes from the 8th APEC Finance Ministers process, and were encouraged by the efforts and contribution made by the Finance Ministers under the policy theme of Growth with Restructuring, Stability and Equity in the year of 2001. They acknowledged the important role of the Finance Ministers process in taking appropriate policies in a timely manner and constructing a stronger macroeconomic foundation for the region in the long run.
60. Ministers welcomed the practice of strengthening linkages and communications between the Finance Ministers process and the SOM process in 2001 with a view to ensuring the work programs coordinate and complement each other. Given the current global and regional economic downturn, Ministers further underlined the importance of continuing the inter-process briefing and exchange of views between the Finance Ministers process and SOM on a regular basis so as to facilitate information sharing and coordination.
61. Ministers welcomed the APEC Finance and Development Program proposed by China, which aims at enhancing capacity building in the areas of financial market management especially for developing economies across the APEC region.
62. Ministers also welcomed the report Towards Better Company Accounting and Financial Reporting prepared for and accepted by the APEC Finance Ministers, and encouraged member economies to raise awareness of the importance of robust financial reporting, accounting, auditing and enforcement practices supported by a sound legal, professional and regulatory infrastructure.

#### ***Social Impact of the Crisis***

63. Ministers welcomed the recommendations of the Ad Hoc Task Force on Strengthening APEC Social Safety Nets (SSN). They endorsed the proposed establishment of an APEC SSN Capacity Building Network that, in the first instance, would focus on capacity building to implement the SSN recommendations made by the Finance Ministers and in the study

conducted in the HRDWG. Ministers welcomed the proposals by Korea and Thailand to co-organize an international meeting to address specific capacity building issues on SSN.

### ***Energy***

64. Energy security stands as an important issue for economic development and regional prosperity. In light of the terrorist attacks in the United States, Ministers directed the EWG to intensify its work on strengthening the security and reliability of affordable energy to all in APEC, through such means as exchange of information and experience on oil stockpiling, on facilitating energy efficiency and conservation, and on facilitating improved stability in the provision of energy supply to meet demand. They called for further energy technology development, exchange, application and deployment, and for the facilitation of a diverse and efficient supply mix to avoid the risks posed to the economy by volatility in the international oil market. Ministers welcomed the progress made on the Energy Security Initiative and directed the EWG to implement the concrete work in the progress report on the Initiative. They also called on economies to encourage greater private sector involvement in the EWG work program and the EWG to cooperate closely with the EWG Business Network. Ministers requested Senior Officials to report in 2002 on progress made in the Initiative.

### ***Interaction with the Community***

#### **Dialogue with ABAC**

65. Ministers welcomed the ABAC Report to Leaders, *Common Development through Market Opening, Capacity Building and Full Participation*. They noted the four key messages to the Leaders, calling on APEC economies (1) to accelerate progress towards the Bogor Goals of trade and investment liberalization and facilitation; (2) to demonstrate strong support for the launch of new WTO round; (3) to take decisive measures to stimulate economic growth and accelerate financial reforms; and (4) to adopt a balanced approach to globalization that combines market opening, capacity-building and full participation. In light of the broadening and deepening of regional and global economic integration, Ministers noted that the four messages presented by the ABAC Report contribute to the APEC process in the new century. Ministers recognized that regular consultation

with business, including SMEs, would ensure that APEC work remains focused and has practical usefulness for business. Ministers also noted the importance of the BizAPEC website for APECs engagement and communication with business.

## **Youth**

66. Ministers commended China and Canada for their initiative in organizing the highly successful APEC Youth Festival/Young Leaders and Entrepreneurs Forum, welcomed in particular the complementarity between this event and APEC work in connection with engagement with the private sector, the new economy and human capacity building, and encouraged that complementarity with the APEC agenda be a key characteristic of future APEC projects aimed at young people.
67. Ministers commended Mexicos offer to organize the 2002 APEC Youth Festival.

## **Framework for Integration of Women**

68. Ministers commended Ad-hoc Group on Gender Integration (AGGI)s achievements over the past two years and endorsed SOMs report on the Implementation of the Framework for the Integration of Women in APEC. They endorsed SOMs recommendations including the extension of AGGI term to the end of 2002 in order to enable it to complete its work.
69. Ministers emphasized the importance of and their commitment to the involvement of women in the activities of APEC. They instructed officials and APEC fora to continue to ensure that women are involved in and benefit from their work. Ministers tasked officials to complete the development of monitoring mechanisms to ensure the sustainability of gender mainstreaming initiatives in APEC.
70. Ministers welcomed Mexicos offer to host the Second Ministerial Meeting on Women in 2002, and urged members to ensure full participation in the lead up to and during the meeting. Ministers took note of the proposed research project on fostering SMEs and micro-businesses through IT capacity-building for women.

## **Communications and Outreach Strategy**

71. The movement towards global integration presented the greatest opportunity to deliver higher living standards and improved social well-being for APEC communities. Ministers reaffirmed that the benefits of globalization should be shared by and be better communicated to APEC communities. In this regard, Ministers welcomed the report on *Globalisation and Poverty: Turning the Corner* . Ministers also noted that ABAC has expressed its intentions to improve its outreach and encouraged continuous efforts in fostering productive partnership and cooperation with the private sector.
72. In this regard, Ministers accepted the SOM Report on APEC Interaction and on Public Outreach and Communications, reinforcing the importance for APEC of ensuring appropriate community engagement and input in its work, and endorsed the APEC Communications and Outreach Strategy. In this connection, they welcomed commitments by economies to provide resources to support APEC-wide work in outreach, as well as to encourage domestic programs that explain APEC's work and the benefits of open markets. Ministers further instructed relevant APEC fora to identify and invite the participation of outside groups that can make a contribution to their work. Ministers also directed Senior Officials to make further progress in examining the possibility of simplifying the management and administration of the guidelines on non-member participation within the existing policy principles and report the result next year.

### ***Management Issues***

#### **2002 Budget**

73. Ministers endorsed the SOM Chairs report on budget and management issues and approved the contributions from member economies for 2002 to the APEC Central Fund totaling US\$3,338,000 and the 2002 budget totaling US\$8,576,395.
74. Ministers further instructed Senior Officials to continue their work in improving efficiency and effective use of time in all APEC fora, particularly by undertaking further work in the area of reporting requirements and project-related procedures, as well as clarifying a standard expectation of Secretariat support for APEC fora, and to report to the next Ministerial meeting on the progress made.

#### **APEC Secretariat**



75. Ministers took note and welcomed the report of the Executive Director of the APEC Secretariat, and expressed their appreciation to Amb. Zhang Yan and the staff of the Secretariat for their devotion and contribution to the APEC process. Ministers also thanked the Singapore government for its generosity in constructing a new office building for the Secretariat to be ready in 2002.

### ***Other Issues***

#### **Statement by Observers**

76. Ministers took note of the statements by ASEAN Secretariat, PECC and PIF.

#### **APEC 2002**

77. Ministers thanked Mexico for the briefing on preparations for the Fourteenth APEC Ministerial Meeting and the Tenth APEC Economic Leaders Meeting in Los Cabos, Mexico. The preliminary list of priority issues embodies, inter alia:

- Growth policies for the new economy, including appropriate trade and investment, macro-economic, financial and business facilitation policies;
- Building capacities to reap the benefits of economic development including the promotion of SMEs and micro-enterprises;
- Making APEC a more relevant forum to our people, including fostering greater participation of youth and women, stepping up our efforts in communicating the benefits of globalization and the improvement of the functioning of APEC.

The overall framework is to implement our shared vision of expanding the benefits of economic growth and development.

#### **Future Meetings**

78. Ministers noted the 2003 to 2005 Ministerial Meetings will be held in Thailand, Chile and the Republic of Korea respectively.

**B**

**23**

**(Agenda for 23rd HRDWG Meeting)**

**23rd APEC HRD WG MEETING  
June 2001  
Mexico**

**DRAFT AGENDA**

***As of June 15th, 2001***

**Tuesday, 26 June 2001**

09:00 ~ 10:00

**Newcomers Orientation Session (LS Special Assistant)**

*Two special assistants for the Lead Shepherd will give a brief outline of the organization of the APEC HRD WG and introduce the agenda.*

10:30 ~ 12:00

**4th HRD MM planning committee meeting/report (Co-chair with LS)**

*The 4th HRD MM planning committee will meet and report back to the plenary following their discussions.*

14:00 ~ 16:00

**Lead Shepherd Advisory Committee Meeting (Lead Shepherd)**

*Prepare agenda and discuss results from rounds 1 & 2 of the virtual LSA C meetings.*

**Wednesday, 27 June 2001**

**Opening Session**

09:00 ~ 09:20 (10 min.each)

Ø **Opening Remarks by the Minister of Ministry of Education, Dr. Reyes Tamez**

Ø **Welcoming Statement by Executive Director, Ambassador Zhang Yan from APEC Secretariat**

09:20 ~ 09:40 (20 min.)

**Business Arrangements (Host Mexico/Lead Shepherd)**

*The host will brief the participants on logistical arrangements and the Lead Shepherd will supplement additional information if needed.*

**Plenary Session**

09:40 ~ 09:50 (10 min.)

**Opening Remarks by Lead Shepherd of HRDWG**

*The Lead Shepherd of the HRDWG will give opening remarks on the objectives of the agenda of the 23rd meeting, and highlight key issues on which the Networks and HRDWG Group members will need to focus on in the 23rd meeting.*

09:50 ~ 10:00 (10 min.)

**APEC 2001's Theme (China)**

*The APEC 2001 chair economy, China, will give briefing on APEC 2001 theme*

10:00 ~ 11:00 (60 min.)

**Outcomes of Joint Fora Meeting, SOM I and SOM II**

*Lead Shepherd will brief on the outcomes of the aforementioned meetings and ask for members views on HRDWGs contribution to Review on OAA Part II and ECOTECH Action Plan*

11:00 ~ 11:15

**Break**

11:15 ~ 12:00 (45 min.)

**Human Capacity Building Initiative**

5.1 High Level Meeting on Human Capacity Building, Beijing, 15-16 May 2001 (Brunei & China)

*Brunei & China will brief on the outcomes of the meeting.*

5.2 Human Capacity Building Coordinating Group

*Prof. Haworth & Dr. Shepard will moderate the discussion on the Groups work*

*- HCB Strategy*

*- Annual Report on HCB*

12:00 ~ 13:30

**Lunch Break**

13:30 ~ 13:55 (25 min.)

**Report on Preparations for 4th HRDMM 2001 (Japan)**

*Japan will brief on the outcomes of the Planning Committees meeting in preparation for 4th HRDMM to be held in Kumamoto on 29-30 September 2001 under the theme of "Human Resource Development for Both the Advancement of Society and the Sharing of Prosperity with People in the Context of Globalization".*

13:55 ~ 14:10 (15 min.)

**Report on Follow-up from 2nd AEMM 2000 (EDNET)**

*EDNET Coordinator will brief on follow-up from the 2nd AEMM 2000 held in Singapore (April 2000), the main theme of which was "Education for Learning Societies in the 21st Century" in the areas of information technology, teaching systems, education management systems and exchange.*

14:10 ~ 14:20 (10 min.)

**Report on Recent Activities in Other APEC Fora (APEC Secretariat)**

*APEC Secretariat will briefly highlight recent developments in other APEC fora of relevance to the HRD Working Group.*

*14:20 ~ 15:10 (50 min)*

***Cross-cutting Issues: Report from focal points and lead economies***

*Focal points and lead economies to briefly highlight developments.*

- . SMEs (Philippines) (5 min)*
- . Sustainable Development (USA) (5 min)*
- . Framework for Integration of Women in APEC (25 min)*
  - Ø AGGI published a Framework on the Integration of Women and is conducting a series of activities to implement it. AGGI (Mr. Francisco Cos-Montiel, the Head of the Gender Planning Unit of the National Institute for Women of Mexico) is to provide input on direction of implementation on Integration of Women in APEC*
  - Ø The focal point will review activities which have been going on.(Canada)*
- . Youth (15 min)*
  - Ø Thailand will brief on the outcomes of the APEC Youth Networking project (Bangkok, Thailand; July 2000)*
  - Ø Korea will brief on the outcomes of the APEC Youth Skills Camp (Ulsan, Korea; September 2000) Presentation will be made within this session*
  - Ø China will brief on the upcoming APEC Youth Festival (Beijing & Shanghai; July 2001)*

*15:10 ~ 15:25*

***Break***

*15:25~ 15:55 (5 min. each)*

***Questions and Comments on Reports Circulated in Advance for Information, and Acknowledgement into the Meeting Record***

*Lead Shepherd will invite comments from members on reports tabled. No duplicated*

*presentation with the presentation made in network meetings is preferred*

- . UMAP (Australia)*
- . APEC Youth Skills Camp (Korea)*
- . APEC Vocational Training Program (Korea)*
- . Education Hub (Singapore)*
- . Business Volunteer Program (Thailand)*

*APEC Cyber Education Cooperation (Korea)*

15:55 ~ 16:05 (10 min. each)

**Presentation from Official Observer(s) (PECC)**

*PECC representatives to brief on HRD-related matters in their respective organizations.*

16:05 ~ 17:00 (55 min.)

**12. Presentation on draft Annual WorkPlan of HRD WG (LS Office)**

**Thursday, 28 June 2001**

*Network Meetings*

**Friday, 29 June 2001**

07:00 ~ 08:30

**Drafting Committee Meeting**

09:00 ~ 10:00 (60 min.)

**13. Report from Coordinators (3 coordinators)**

Three Network Coordinators will brief their progress respectively

<b>Closing Session</b>
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10:00 ~ 11:00 (60 min.)

**14. Endorsement of New Project Proposals**

11:00 ~ 11:30 (30 min.)

**15. Endorsement of HRDWG Annual Work Plan 2001 (LS)**

11:30 ~ 11:50 (20 min.)

**16. Future Meeting**

Discussion and determination on the host for 24th HRDWG Meeting

11:50 ~ 14:00

**Lunch Break / Draft Committee Meeting**

14:30 ~ 15:00 (30 min.)

**17. Adoption of Summary Conclusions**

**18. Document Classification (APEC Secretariat)**

**C**

**4**

**(Report from HRDWG)**



**THE 4TH APEC HRD MINISTERIAL MEETING  
KUMAMOTO, JAPAN  
SEPTEMBER 27-30, 2001**

**REPORT TO MINISTERS  
THE APEC HUMAN RESOURCES DEVELOPMENT  
WORKING GROUP  
(APEC-HRD WG)**

This report is for presenting to APEC HRD Ministers at their 4th meeting in Kumamoto, Japan on September 27-30, by Lead Shepherd and 3 Network Coordinators of the APEC HRD Working Group. The purpose is to report on progress of the HRD Working Group on those areas identified for priority actions at the 3rd HRD Ministerial Meeting in Washington, D.C., U.S.A in July 1999, as well as on the Working Group's overall activities.

**Part One: Overview of APEC HRD Working Group**

**1. Challenges of the New Economy**

Economic growth, globalization, and the emergence of the new economy have put us face-to-face with new challenges. Some of those challenges which APEC economies face include: rapid structural adjustment and economic change created through globalization and the emerging new economy; the digital divide both in the international and national level; skills gap; new demands for competent entrepreneurs and new pressures on managers and owners of small and medium enterprises; the brain drain created by globalization and the new economy; and the importance of social partnership among businesses, governments, workers, educators and trainers. Under these circumstances, we notice the significance of human resources development and the role of the HRDWG in the 21st century. Hence, APEC is required to make substantial progress in HRD for both social and economic advancement and for sharing of the prosperity.

## **2. Directives**

In 1999, Auckland, APEC Leaders put people and their prosperity at the forefront of their discussions, welcoming the more active participation of women and the business sector in APECs work. In 2000, Bandar Seri Begawan, APEC Leaders addressed the challenges of the new economy by insisting on working on building capacity of both people and institutions. In 2001, Shanghai, APEC Leaders will continue to provide directives towards HRD and human capacity building efforts, which will be designed to transcend the boundary between trade and investment liberalization and facilitation (TILF) and economic and technical cooperation (ECOTECH).

In the 3rd APEC HRD Ministerial Meeting in Washington D.C. in July 1999, Ministers formulated 8 directives as the HRD Plan of Action to address the impact of the regional financial crisis, and to meet the challenges as well as to take up the opportunities in the new millennium. These directives include: (1) Facilitate and coordinate an ongoing exchange of information on labor market system and social safety net issues, and effectively disseminate such information to APEC member economies; (2) Identify and demonstrate more effective ways to work in cooperation with labor, business, and civil society, as appropriate, and consistent with APEC guidelines, in considering employment policy and labor market systems, social safety nets, workplace practices, and other aspects of human resources development; (3) Restructure itself to improve its coordination among the education,

skills development, business, and labor activities, and to reflect Ministers priorities; (4) Develop a program for capacity building and exchange of information in the areas of labor market systems, social safety nets, and building the workplace of the 21st century; (5) Regularly consult, in developing and implementing the work program, with other regional and international organizations and representatives of government, labor, business, and civil society; (6) Develop a project to exchange information on best practices for eliminating the worst forms of child labor and promote educational opportunities for youth in the region; (7) Continue to address and enhance women's participation in the labor market by implementing a project to promote inclusion in the workplace; and (8) Develop a program reflecting the HRD priorities identified by SME Ministers, including the mutual recognition of professional skills across the region.

## **Part Two: Progress and Follow-up Activities of APEC HRD WG**

### **1. Implementation of the Initiatives**

The HRDWG has implemented and will continue to implement initiatives on a range of HRD issues in response to the directions from APEC Leaders and Ministers. To ensure high efficiency of such implementation, it will strengthen its efforts to coordinate more closely with other APEC fora; to strengthen network activities within HRDWG for better management of Leaders directives follow-up; to effectuate better clearinghouse function for better dissemination of project outcomes and effective evaluation of those outcomes; and to incorporate lessons learned from those projects into policy-oriented initiatives.

APEC HRD has been and will be based on the following principles, as stated in the Declaration on Human Resources Development Framework and the 1995 HRD work plan: (1) The people of the Asia Pacific are the most important resources in economic growth and development, one of whose goals is to enhance the quality of life and well-being of the people in the region; (2) The development and protection of human resources contributes to the attainment of such fundamental values as the alleviation of poverty, full employment, universal access to primary, secondary, and vocational education and the full participation of all groups in the process of economic growth and development; (3) Human resources development requires cooperative

action by public, and business/private sectors, workers, and educational and training institutions; and (4) In designing regional approaches to human resources development, attention must be given to the diversity of experiences and situations in the region.

Brunei and China took the initiative in 2000 and 2001 to strengthen human capacity building in APEC under the new economy by opening up dialogues to discuss ways in which social partnership among government, business, and education and training institutions can be facilitated, applied or expanded more widely in the APEC region.

## **2. Follow-ups since the 3rd HRD Ministerial Meeting in 1999**

Corresponding to the 8 directives from the Ministers provided in the 3rd APEC HRD Ministerial Meeting, HRD WG has: (1) developed APEC and also self-funded projects; (2) has endeavored to include participation from other stakeholders of APEC in its programs; (3) restructured itself from having five networks to three to improve its coordination among the education, skills development, business, and labor activities, and to reflect Ministers priorities: Education Network (EDNET); Capacity Building Network (CBN); and Labor and Social Protection Network (LSPN); (4) has developed/been developing several projects which address targeted issues, for instance, Social Safety Programs in the Region ; (5) recently sponsored programs, including Best practices on labor-management-government relations in the workplace, and involved representatives from various sectors; (6) held a conference on Best practices for eliminating the worst forms of child labor and will follow up with another project to raise awareness on this issue; (7) additionally, has developed a new project to enhance women's earning capacity. Gender consideration is also incorporated in the HRD WG program at the project development and implementation stages among others; and (8) the HRDWG has completed the APEC Engineer program, which has been taken up by interested members. A similar project for the APEC Architect is being developed.

## **3. Achievements in the Recent Years**

### **(1) Developing Human Capital**

Activities conducted in the broad area of developing human capital

cover all the work undertaken, either as APEC-funded projects or sponsored by economies themselves, in the three networks of the HRD WG: EDNET, CBN, and LSPN. In the area of labor and social protection, a seminar on best practices in labor-management-government was held back-to-back with the HRDWG meeting in June, as was a conference on best practices for eliminating the worst forms of child labor. In education, a seminar was conducted on best practices for training vocational teachers. In cooperation with the APEC Education Foundation, the WG also embarked on a project to share education resource material through the Knowledge Network. In the broad area of capacity building, an analysis of all APEC economies has been undertaken to provide the basis for a series of case studies on HR management policies and practices that focus on key areas of organizational and industry performance measures in the APEC region.

#### (2) Developing Stable, Safe and Efficient Capital Markets

A project on corporate and nonprofit governance is being developed to create a dialogue on alternative perspectives and principles of governance for publicly-held corporations, as well as for private-and family-owned firms, and for state-owned enterprises. It will examine their implementation and use in the context of the APEC region, and will make recommendations for modifications to existing practice.

#### (3) Strengthening Economic Infrastructure

The HRDWG continued its work in education, including education in rural areas. Work in this area basically focuses on increasing the quality of curricula and teacher standards, which is one of the HRD WG's main priorities as a whole.

#### (4) Harnessing Technologies for the Future

A series of educators exchange programs have been conducted to exchange information, expertise and experience between educators in the APEC region, with a focus on the use of information technology in education.

#### (5) Safeguarding the Quality of Life Through Environmentally Sound Growth

Supporting the management of sustainable growth an

development is one of HRD WG's strategic priorities from which the annual work program is formulated. Activities conducted under this priority include programs to upgrade the workforce skills base that aim for sustainable economic development in the long run, and to train the workforce on international quality assurance systems, particularly on standards-based quality and environmental management systems.

(6) Developing and Strengthening the Dynamism of Small and Medium Enterprises

The APEC Speakers Bureau on Standards-Based Management is a notable project in which the HRD WG collaborates with CTI and the SCSC in addressing the need to enhance SMEs competitiveness and capacity on standards-based management. A forum on cross-cultural understanding of implementation of standards and accreditation is expected to contribute towards SMEs competitiveness in the context of supply chain management.

The HRD WGs Statement of Medium Term Strategic Priorities includes a focus area to increase the quality of curricula, teaching methods and instructional materials in education, training, and skills development at all levels, with a particular focus on preparing for the transition to the 21st century (i.e. from basic education, through vocational and technical skills training, to professional and executive development for management of change). APEC funds several projects under this priority, some of which include: (1) Capacity building of executives in international business management; (2) Enhancement of understanding of commercial disputes resolution mechanism; (3) Ascertainment of the nature and extent of skill shortages and training needs faced by multinational enterprises; (4) Providing a systematic descriptive analysis of key human resources management policies and practices at a macro-level in APEC economies; (5) International Quality Assurance System in collaboration with CTI; (6) Cyber education program; (7) APEC Youth Skill Camp; (8) and HRD for Venture Business project which focuses on entrepreneurship.

**Part Three: Joint HRD Activities in APEC**

The Working Group has been actively participating in HRD-related developments in APEC. The review exercise of the Osaka Action Agenda also saw the Working Group updating its Action Program and

bringing it more in line with the WGs focus on HRD in recent years. The WG also continued to keep track of developments in other APEC fora in order to build on their work, pursue collaboration and share expertise as well as information. The joint activities concerning SMEs (Small and Medium Enterprises), gender consideration, establishment of LMI (Labor Market Information) database, training of managers and entrepreneurs, and other activities show such collaborative efforts of HRDWG with other APEC fora.

The HRD Working Group well recognizes the need for close collaboration and coordination of HRD-related activities within APEC due to its cross-cutting nature. Recognizing the importance of ECOTECH as one of the two pillars of APEC, and HRD as a priority area in ECOTECH agenda, the HRD WG agreed to express its support by further strengthening ECOTECH activities responding to the call of Leaders and Ministers at the 20th Meeting in Hong Kong, China held in May 1999. Following agreement of the WG, the Lead Shepherd submitted to SOM a report entitled Strengthening ECOTECH Activities through HRD . It is hoped that greater emphasis would be placed on HRD activities in strengthening ECOTECH, increased coordination be established to avoid duplication, and more resources would be allocated to support HRD ECOTECH activities across APEC. Pursuing a close working relationship with the ECOTECH Sub Committee (ESC), the Lead Shepherd of HRD WG attended the second ESC meeting in May 2001 and in turn the ESC was represented at the annual HRD WG meeting in June 2001.

This year, the profile of HRD has been given further prominence. Following up on last year's Human Capacity Building (HCB) Initiative which was endorsed by all APEC Economic Leaders, the APEC High Level Meeting on Human Capacity Building was held in Beijing on 15-16 May 2001, jointly organized by His Excellency President Jiang Zemin of China and His Majesty the Sultan of Brunei Darussalam. Ministers reaffirmed the importance of HCB, instructed senior officials to prepare a HCB Strategy, and endorsed the recommendation to improve the reporting and public outreach of APECs efforts in HCB by tasking the Coordinating Group (HCBCG) to prepare an annual report on HCB Strategy to Leaders and Ministers. The HCBCG is supposed to report on HCB Strategy at the high-level meeting in Shanghai in October 2001, and the HRDWG has been collaborating with HCBCG in preparing for report on HCB Strategy. The WG fully

recognizes the increasing challenges in terms of capacity building in the new century and will take further actions to reinforce the HRD capacity building of member economies in collaboration with the HCBCG.

The resulting Beijing Initiative aims to jumpstart APEC work in addressing challenges faced in the new economy, and lays the foundation for enhanced HCB work in APEC based on a tripartite model of cooperation involving the government, business and workers, and the training and education sectors. It provides a strategic road map to ensure more cohesive, comprehensive and mutually complementary HCB efforts in APEC across all sectors. The HRD WG in particular, will be pursuing various ways and means to incorporate these ideas into our work programs, and to adopt a social partnership among the tripartite stakeholders.

In following up directives from Leaders and Ministers, members of the Working Group have drawn on our experience in working cooperatively and our appreciation and respect for diversity. We have applied these strengths to development of analysis and advice for the consideration of Ministers on some of the key human resource development policy issues facing APEC economies in the new millennium. The focus of the 4th HRD Ministerial Meeting here in Kumamoto on HRD for Both the Advancement of Society and Economy and the Sharing of Prosperity with People in the context of Globalization illustrates the Working Groups cognizance of the globalizing economy and the needs for human resources to adapt as well and as quickly as possible without losing momentum. To take steps for implementing human resource development strategy in a new century, HRD Working Group looks forward to the guidance of HRD Ministers in how our continued work together in the HRD Working Group can help to address these priority concerns for all of APEC for human resource development.

Lead Shepherd and 3 Network Coordinators  
APEC HRD Working Group  
Kumamoto, Japan  
September 2001



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**APEC S&T POLICY FORUM**  
**Human Capacity Building for Science & Technology for the New Economy**  
**Penang, Malaysia**  
**8-9 October 2001**

**JEONG TAIK LEE**  
**THE LEAD SHEPHERD OF THE APEC**  
**HUMAN RESOURCES DEVELOPMENT WORKING GROUP**  
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### **3. Major Points from the 4th HRD Ministerial Meeting**

The main theme of the 4th HRD MM in Kumamoto from September 27 to 30 was Human resources development for both the advancement of society and economy and the sharing of prosperity with people in the context of globalization. In discussing one of the sub-themes, which was on Knowledge and skill development to bring opportunity for success to all workers in the context of globalization , HRD Senior Officials agreed that mobilizing people with disabilities, women, youth, and older workers who have been excluded from the workforce until now has become an economic imperative, that bridging digital divide has assumed a critical importance and everyone should be able to access to information and communication networks, and that to promote the collaboration between member economies is vital to bridge the digital divide. Also, they discussed the increasing importance of the mutual respect among stakeholders in the dynamic international environment being ushered by the new economy and by globalization. HRD Ministers and Senior Officials shared the importance of the cooperation among the central and local governments, business and private sectors, education and training sectors, labor, and other

organizations are significant and Beijing Initiative would be the first step for furthering this cooperation. Ministers proposed to further strengthen the APEC Human Capacity Building strategy to explicitly recognize the wide range of stakeholders, which contribute to human resources development.

Ministers agreed to the following priorities for HRD WG, as it continues to confront human resources development issues in this context and seek to avoid duplication of efforts and enhance the sustainability of stakeholders partnerships. These include: (1) Addressing the growing skills gap and preparing our people to respond to the opportunities of the new economy through increased access to quality basic education, relevant market-driven skills training, retraining and lifelong learning; (2) Promoting efficient and equitable labour markets through policies and services that smooth the transition into jobs; (3) Maximizing our labour force potential by tapping underutilized pools of workers such as people with disabilities, women, youth, older workers, under-employed workers and indigenous people; (4) Increasing our collaboration with business, workers, educators and training institutions; (5) Building capacity to manage the transformation of our workplaces; and (6) Addressing the needs of informal sector workers and facilitating their participation in the mainstream economy.

The focus of the 4th HRD Ministerial Meeting on HRD for both the advancement of society and economy and the sharing of prosperity with people in the context of globalization illustrates the HRD Working Groups cognizance of the globalizing economy and the needs for human resources to adapt as well and as quickly as possible without losing momentum. In following up directives from Leaders and Ministers, members of the HRD Working Group will keep drawing on its experience in working cooperatively and its appreciation and respect for diversity, and will apply these strengths to development of analysis and advice for the consideration of Ministers on some of the key human resource development policy issues facing APEC economies in the new millennium.

#### **4. Achievements in the Recent Years**

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Activities conducted in the broad area of developing human capital

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Supporting the management of sustainable growth and development is one of HRD WG's strategic priorities from which the annual work program is formulated. Activities conducted under this priority include programs to upgrade the workforce skills base that aim for sustainable economic development in the long run, and to train the workforce on international quality assurance systems, particularly on standards-based quality and environmental management systems.

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Shanghai in October 2001, and the HRDWG has been collaborating with HCBCG in preparing for report on HCB Strategy. The WG fully recognizes the increasing challenges in terms of capacity building in the new century and will take further actions to reinforce the HRD capacity building of member economies in collaboration with the HCBCG.

The resulting Beijing Initiative aims to jumpstart APEC work in addressing challenges faced in the new economy, and lays the foundation for enhanced HCB work in APEC based on a model of cooperation involving the government, business and workers, and the training and education sectors. It provides a strategic road map to ensure more cohesive, comprehensive and mutually complementary HCB efforts in APEC across all sectors. The HRD WG in particular, will be pursuing various ways and means to incorporate these ideas into our work programs, and to adopt a social partnership among the stakeholders.

Cooperation within working group members as well as inter-fora coordination are the mainstream trends we have got to move forward. HRDWG is well placed to explore innovative ways to source joint activities with ISTWG. It is in this context that I propose conducting of joint research projects between the two working groups, to prove relevance of the two WGs to initiate excellency in joint efforts to provide much of the impetus propelled by the Leaders and Ministers directives to move the ECOTECH agenda forward.

In tandem with this, two points can be emphasized. First, for HRD in IST arena in the era of digital economy, it is critical to ensure transparency and transferability in standards-setting, formulation of policy framework, and strategies implementation. To meet such a goal, continuous efforts for inter-fora dialogue as well as researches are highly encouraged. Secondly, in the field of IST, it is also significant to create climate and atmosphere where the notion of serendipity is highly emphasized. Development of serendipity must be followed by construction of systems where diffusion of innovations are maximized. To achieve this goal, inter-fora joint collaborations between ISTWG and HRDWG regain much significance.

Jeong Taik Lee

Lead Shepherd, APEC HRD Working Group  
Penang, Malaysia  
October 2001

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**APEC**

**APEC FORUM ON HUMAN RESOURCES DEVELOPMENT 2001  
CHIBA CITY, JAPAN  
DECEMBER 10- 12, 2001**

**Human Resources Development in Response to Advancement of IT**

**SPEECH BY DR. JEONG TAIK LEE  
LEAD SHEPHERD OF APEC HUMAN RESOURCES DEVELOPMENT  
WORKING GROUP (APEC-HRD WG)**

Dear Ladies and Gentleman, I am indeed honored to address all of you on the significance of human resources development (HRD) in response to the advancement of information and communications technology (ICT) with the emergence of new economy. Especially, I would like to thank Mr. Katsuya Enomoto, Director of Overseas Cooperation Division at Ministry of Health, Labour and Welfare for giving me this precious opportunity to speak and share some of my views with you at the APEC Forum on HRD 2001, and I also wish to give my special gratitude to the Overseas Vocational Training Association (OVTA) for jointly organizing this meaningful Forum in the attendance of policy makers and instructors/directors of training institutions in the APEC region. I wish to congratulate all of you on the successful arrangement of this Forum and look forward to the very productive and significant outcomes from the Forum. My presentation consists of three parts: background, recommendations, and expectations, and I would like to start my presentation by describing the background of the challenges we have faced in the new economy.

**BACKGROUND**

## 1. Challenges of New Economy

The new economy in the 21st century is often called the digital economy. With the advancement and innovations of ICT in the digital economy, APEC economies have not only enjoyed various opportunities, but also faced challenges in the diverse economic activities. Digital divide, which exists between developed and developing economies, hinders APEC economies to achieve equity of access to the new technologies between the diverse economic regions. Within APEC region, everyone should be able to access to information and communication networks, and this is one of the high priorities that Leaders and Ministers have emphasized in the diverse APEC meetings. On the other hand, the digital economy requires the workforce to equip more adaptable and qualified skills to utilize the new technologies, and such adaptable workforce are recently gaining more significance as knowledge workers in the various sectors. Accordingly, the human capacity building (HCB) for workers in response to the ICT innovations have become one of the priority issues among the APEC member economies, and this Forum would be the showcase dialogue under these circumstances.

## 2. Priorities Set by APEC Leaders and Ministers

As human capital or human capacity has become a decisive factor for sustainable economic growth of each member economy, and for narrowing down the gap of ICT innovations between the developed and the developing economies, HRD or HCB in regards with the ICT advancement is achieving increasing importance. In the recent years, APEC Leaders and Ministers have directed a growing number of initiatives upon HRD in response to the ICT advancement, and HRDWG also has a great responsibility for the cooperation in implementing relevant projects and follow-up activities in response to the directives from the Leaders and Ministers in the new digital economy.

In Brunei Darussalam 2000, APEC Leaders set a goal of ensuring access to the Internet to everyone in the region, on a community or individual basis, by no later than 2010 and trebling the number with access in APEC economies by 2005. In Beijing May 2001, the APEC High Level Meeting on Human Capacity Building emphasized the importance of HCB as vital means to bridge the digital divide converting digital divide into digital opportunities so as to

benefit all economies. In the 4th HRD Ministerial Meeting, Ministers reconfirmed that HRD should be promoted by increasing individual participation in lifelong learning and skills upgrading in response to the rising skills demands of the new economy, which must respond, in particular, to the imperative of narrowing the digital divide.

## **RECOMMENDATIONS**

Under these circumstances, I would like to suggest several recommendations for you to consider during the APEC HRD Forum in response to the Advancement of ICT.

### **1. Identify the Pressing Key Issues of Each Member Economy**

In order to seek optimal answers to overcome the challenges that we have faced in terms of ICT innovations and to establish the effective HCB strategy for ICT workforce, it is necessary to identify the pressing key issues of each member economy within the region above all. By clarifying the regional needs and demands under the specific socioeconomic circumstances concerning the HRD in the ICT arena through ongoing virtual discussions or brain storming process among policy makers and experts of vocational education and training (VET), we may find the most effective strategies and achieve more concrete and tangible policy formations for the prosperity of each economy within the APEC region.

### **2. Training of Specialized Technicians and Engineers in the field of ICT**

Building up of high qualified and adaptable technicians and engineers in the ICT arena is essential in the era of digital economy. The sweep of digital technologies and the transition to a knowledge-based economy in the latter 1990s created a robust demand for technicians and engineers, bringing to the forefront the increasing shortage of the workforce not only as a national issue but as that of APEC. Many information technologies, on the other hand, have short life cycles, and employers intent on quickly getting a product or services to market often prefer to hire workers skilled in new technologies rather than retrain their current workers. In an environment of short product cycle and development cycle, both labor and education markets are now facing serious challenges, and at the

same time examination of linkages of labor-education market is critical to ensure successful HCB of technicians and engineers in all economies within APEC. Technicians are common workforce in overall APEC member economies, regardless of whether they are developed or developing economies, while engineers are the core R&D manpower in the workplaces and they do influence the outcomes of technology innovations in the workplaces.

I would like to briefly introduce a proposal on which HRDWG is currently working in regards with this issue in collaboration with Industrial Science and Technology Working Group (ISTWG). The title of the draft proposal is HCB for Technicians and Engineers in the field of Industrial Science and Technology in the New Economy: Strategies and Recommendations for Successful Undertaking within APEC, and this joint research project will be focusing on the HCB for technicians and engineers in terms of their adaptable capacity to the ICT, and will be managed through the virtual discussions along with a Policy Forum after implementing a Pilot Study to identify the pressing key issues in each member economy.

The research areas that the project will mainly focus on include: network building strategies for mutually recognized qualification; setting up international standards for qualifications, assessments, re-certification along with Continuing Professional Development (CPD) to enhance high transferability within APEC; promoting technicians and engineers in the SMEs as competitive edge for strengthening HCB to maximize the benefits of ICT; gender integration through promoting ICT soft skills by encouraging female technicians and engineers in the field of IST; developing a model of administrative and financial support for both individuals and enterprises; enhancing industrial human resources through international manpower exchange and empowerment. The joint research project is expected to deliver better outcomes and produce synergy effects by drawing on the lessons learned during the phases of the relevant forums, virtual communications and projects undertaken by the two working groups which examined successful strategies in the related fields to both HRD WG and IST WG, and I am convinced that this Forum would provide much implications and lessons for the better management of the project.

### 3. Enhancement of International Transferability of Workforce

In order to enhance the mutual cooperation within APEC, and to effectively overcome the phenomenon of digital divide, it is necessary to ensure the high transferability of workforce in the international level. To enhance such notion of international transferability, we need to consider the network building strategies for mutually recognized qualification, setting up international standards for qualifications, assessments, re-certification based on the continuing professional development (CPD), and continuous enhancing of ICT workforce through international manpower exchange and their empowerment.

#### 4. Use of New Technologies for HRD

The embrace of ICT into practical work is one of the major issues that we should think over during this Forum. HRDWG is doing its utmost to utilize ICT, specifically the Internet, and has conducted extensive discussions electronically throughout the Ecotech Clearing House on substantive issues. A series of educators exchange programs have also been conducted to exchange information, expertise and experience between educators in the APEC region, with a focus on the use of information technology in education. Cyber Education Program is another commendable work by Education Network within HRDWG, and an International Forum on cyber education will be held from December 10 to 12 in Busan, Korea. For better HRD, such discussion forum facilities as the ASTWeb of ISTWG, Ecotech Clearing House of HRDWG as well as Online Training for IT Professionals, Virtual Classroom for Internet Literacy, and Cyber Forum for APEC HCB, which were proposed by China for the APEC HCB Platform on Internet of APEC HCB Promotion Program.

#### 5. Mutual Understanding and Social Partnership among the Stakeholders

In the 4th HRD Ministerial Meeting in September 2001, Ministers emphasized the significance of mutual understanding and social partnership among the stakeholders as well as the cooperation between the APEC fora in closing the growing skills gap and preparing all people to respond to the opportunities of the new economy through increased access to quality basic education, relevant market-driven skills training, retraining and lifelong learning. They confirmed the promotion of collaborations between



member economies is vital to bridge the digital divide, and under this context, we are convinced that by means of cooperation within APEC, we can find the most effective strategies to face and overcome this major challenge.

## **EXPECTATIONS**

With these five recommendations and through the vigorous discussions among the policy makers and experts from VET arena, I expect this HRD Forum would contribute to the following aspects for the prosperity of APEC region.

Considering the current trends that more of small and medium enterprises (SMEs) and micro-businesses and women workforce are predominant in the ICT arena, and they are more promoted where the soft skills are in demands, our discussion on HRD in response to the ICT advancement is expected to contribute to the promotion of SMEs and micro-businesses as well as the integration of women workforce into the mainstream economy.

I also expect this Forum can contribute to those efforts to develop e-APEC throughout the active discussions on HRD in response to the advancement of ICT, and it can be sources for formulating concrete action-oriented plans and policy formations that the e-APEC Strategy has to adopt.

Again, I sincerely congratulate on the successful arrangements for this Forum and look forward to valued outcomes from this meeting. Thank you.

**F**

## **The New Role Definition of HRDWG Lead Shepherd**

### **Issue:**

The role of the Lead Shepherd has been primarily administrative in recent years. Under this context, it is suggestive to clarify and define the new role of Lead Shepherd so that he can take initiatives for long-term plans, foster partnership with other APEC fora, and enhance the quality of the project proposal. In addition to this, it is ideal to manage a team-based Lead Shepherdship until the end of 2002 or longer among Lead Shepherd, three Network Coordinators, and the Program Officer until the time a new Lead Shepherd is nominated so that the new Lead Shepherd may smoothly take over the job.

### **New Role Definition of HRDWG Lead Shepherd:**

According to the Consolidated Guidelines noted by BAC in March 1998 (See ANNEX 1), the duties of the Lead Shepherd / Chair of a Working Group and other APEC Fora Chair are defined as following:

- coordinate the schedule and chair meetings.
- lead the implementation of the Action Program and other activities to fulfill instructions given by the APEC Leaders, Ministers and Senior Officials and report to Senior Officials on the development of these issues.
- oversee the development of activities ensuring that the Working Group and other APEC Fora in responding to Leaders and Ministers priorities, coordinate with other APEC bodies, and enhance the quality of project proposal with well defined outcomes.
- act as the spokesperson for the relevant Working Group or APEC Fora.

Amongst the four category of these duties, with keen references to requirement of responses to the challenges essential in the era of knowledge-based economy, the current Lead Shepherd proposes that the Human Resources Development Working Group (HRDWG) Lead Shepherd should make special efforts for the third duties, oversee the development of activities ensuring that the Working Group and other APEC Fora in responding to Leaders and Ministers priorities, coordinate with other APEC bodies, and enhance the quality of project proposal with well defined outcomes for the sake of HRDWG.

#### **Team-Based Lead Shepherdship:**

Budget and Administrative Committee (BAC) noted the Consolidated Guidelines on the Rotation System for Lead Shepherd/Chair and Deputy Lead Shepherd/Chair of APEC Working Groups and Other APEC Fora in March 1998.

These guidelines aim to enhance wider participation, shared leadership, and to ensure that more members assume the role and responsibility of Lead Shepherd / Chair or Deputy Lead Shepherd / Chair, as well as, to promote a greater synergy in the activities of Working Groups and other APEC Fora.

Corresponding to such notion, the Lead Shepherd suggests a Team-Based Lead Shepherdship until the end of 2002 or longer among Lead Shepherd, three Network Coordinators, and the Program Officer in order to enhance wider participation and shared leadership for the better management of HRDWG. Through the Team-Based Lead Shepherdship, newly designated Lead Shepherd will be able to smoothly take over his position jointly supported by the five key members of WG.

The Team-Based Lead Shepherdship does not go against the notion of efficiency in decision making because each of the Team will value the principle of consensus just as it is valued by APEC.

The Team-Based LeadShepherdship would be also responsible for activities such as APEC reporting, project proposals, progress reports and evaluations, and developing new initiatives.

HRDWG has been effectively managed through the successful restructuring of its body into three Networks: Education Network, Capacity Building Network, and Labor and Social Protection Network, and the Team-Based Lead Shepherd may become another success for the efficient management of HRDWG.

The Lead Shepherd proposes that this issue of Team-Based Lead Shepherdship will be widely shared among all member economies of HRDWG during the 24th HRDWG Meeting in April 2002, Vietnam,

Jeong Taik Lee  
HRDWG Lead Shepherd  
December 3, 2001

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**UNESCO Regional Center**

**APEC HRD Working Group**

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